



Physician / Nurse Practitioner Assessment Report

Candidate: Shane Carter

Date: 06/18/2008



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Prepared For: Employers

Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertive Leadership		◆			
Dependability		◆			
Detail Mindedness			◆		
Emotional Stability/Resilience			◆		
Empathy					◆
Extroversion			◆		
Impression Management				◆	
Integrity			◆		
Intrinsic Motivation					◆
Managerial Human Relations				◆	
Openness to Change				◆	
Optimism / Enthusiasm			◆		
Self-Confidence				◆	
Task Structure			◆		
Teamwork Orientation				◆	
Work Drive				◆	
Overall Cognitive Aptitude					◆



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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Shane's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 80-89%ile

Shane has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.



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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Annoyances	Mr. Carter's Responses
<i>I don't like to work with people who</i>	are sarcastic, uncaring, rude, insensitive, dour, and those who cant get along with other staff.
<i>I get annoyed at work when</i>	I see people in our practice act in ways that are not as kind and caring as we ought to be. I also dislike squabbles among staff.
<i>At times my work has suffered because</i>	I was sick and could not work for a few days.
<i>I would really dislike a supervisor who</i>	was remote, inaccessible, or overly critical of staff, and insensitive to needs of our patients.
<i>People should recognize I am stressed out when</i>	have a stressed out look on my face.
<i>It's hard to do good work when</i>	staff are not getting along well and cooperating to achieve our goals.
<i>I would turn down a job if</i>	felt the practice was not dedicated to providing excellent customer service and patient care and standards of treatment were lacking.

Ideal Job	Mr. Carter's Responses
<i>The most fulfilling job I had</i>	has always been when I had the most contact with patients and families.
<i>What I want most from a job is</i>	the chance to make a difference in peoples lives, work in an office where we have the time to get to know our patients, decent income potential, and a schedule that does not work me to death.
<i>My career goal for five years from now</i>	is to be in a direct service role in the health care field.
<i>The set of responsibilities I enjoy most are</i>	taking care of patients and collaborating with colleagues over unusual cases.
<i>I enjoy working with people who</i>	are also patient-centered, kind, helpful, smart, and hard working.

Leadership Style	Mr. Carter's Responses
<i>When I have to make a decision quickly</i>	I assess the information at hand and make the best decision I can at the time.
<i>My success as a manager derives from</i>	I try to be thoughtful, kind, and considerate with other staff, and I try to take their needs and obligations in mind as I do my work.
<i>Mentoring employees who report to me</i>	is enjoyable.
<i>Besides supervising other people, a manager should</i>	be effective at doing what it takes to move the practice forward and maintain financial stability.
<i>The best way to motivate people</i>	is show them that their welfare is important to you and that you appreciate their efforts.



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<i>The average employee</i>	needs a good role model to maintain good customer service for our patient population.
<i>An employee who brings personal problems to work</i>	needs a sympathetic ear from the other staff, but with the understanding that our work still needs to be done and we do not want to burden our patients with our own problems.
<i>I deal with conflict in my team by</i>	bringing people together, get them to each share their perspective, keep the focus on what will it take to achieve a good outcome for all concerned.
<i>To increase employee commitment I</i>	let people know we appreciate their efforts and that everyone of us is important in being able to meet our patients needs.
<i>To be a valuable member of a senior management team, I try to</i>	I come to team meetings well prepared and give the topics under consideration serious attention, and I come up with innovative, constructive ideas to improve the practice whenever possible.
<i>As a leader, my greatest satisfaction at work</i>	is seeing our team work well together to achieve efficient, effective patient services.
<i>The biggest challenge to a manager in dealing with today's workforce</i>	is choosing people to work for you who are truly kind and caring, i.e., they dont have to be trained endlessly to be empathetic and interpersonally sensitive.
<i>When I have to reprimand or discipline an employee</i>	I make sure I have a full understand of the issues involved (the bad job performance and the situation it occurred in), have a meeting with the person to review the issues, and try to come up with a remedial action plan.
<i>The organizational culture I try to create is best described as</i>	happy, patient-centered / customer-responsive, caring, harmonious, technically efficient.
Strategies for Success	Mr. Carter's Responses
<i>The best way to get ahead in an organization</i>	is to do your best, care about your patients, take care of business details, and work cooperatively with fellow staff.
<i>The personal strengths I possess that will help me be successful in this job include</i>	I have excellent education and experience for this role. I am a truly dedicated, caring health professional who is good at what I do.
<i>Working long hours every week</i>	is a given in this profession.
<i>To better myself I</i>	read professional medical journals / do research on the internet to keep up with latest findings, and do some of my own investigations into new ideas in the homeopathic literature.
<i>My attitude about work-home balance is</i>	you ahve to maintain some sort of reasonable balance or your health or spirit will suffer in the long term.
<i>The key to success in my career</i>	is being good at what I do and loving my career. I truly enjoy my profession and take a lot of satisfaction out of being able to help people have better lives.
<i>To get ahead in a company</i>	I do not really have any aspirations for moving into a leadership position.
<i>When I am criticized</i>	I try to hear what the other person is really saying, then try to assess how I can use that information to improve myself.



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Personality Assessment

Strengths:

- Shane has a low-key managerial style. He will not be perceived as bossy, domineering, or controlling. Shane will make requests of others in a respectful manner.
- He can handle most ordinary stressors and hassles of being a manager. Shane is moderately well-adjusted.
- He can identify closely with the feelings and concerns of other people. Shane has a high level of empathy which enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.
- Shane is fairly sincere and straightforward in his transactions with other people on the job. He can readily concentrate on his own tasks and duties without needing to engage in extraneous social interaction.
- Shane is concerned with the image he presents to the people he works with. He is careful about what he discloses about himself to other people.
- Shane scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- He is much more motivated by intrinsic rewards on his job than by extrinsic, tangible factors. Shane appreciates recognition in the form of praise and recognition of his contributions. He is also attracted to variety and personal responsibility for work outcomes.
- As a manager, Shane is concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are priorities for him. Shane is empathetic and comfortable relating to subordinates on a personal level. He tends to use praise and affirmation rather than criticism or reprimand to motivate them.
- His propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to Shane, he is more likely to accept them if substantial justification is provided.
- Although fairly optimistic in his outlook most of the time, Shane is not naïve or unrealistic. He tempers his positive expectations with an awareness of the potential for problems and difficulties.
- Shane is usually self-confident and sure of his ability to handle most problems which might arise on his job. He will act decisively, when necessary, and move ahead on assignments in a forthright manner.
- As a manager, Shane creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- Shane is a fairly team-minded person. He is usually willing to work with others in a cooperative, mutually supportive manner.



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- With an above-average work drive, Shane works fairly energetically and persistently to fulfill job responsibilities. He is usually willing to extend himself, when necessary, to meet heavy or irregular job demands.

Developmental Concerns:

- Shane may sometimes be too reticent or unassertive to be effective as a manager. His leadership potential is somewhat limited. It may be difficult for him to take charge of a group or impose his will on other people.
- Shane's customer service orientation could be higher. He could place more emphasis on trying to address customers' preferences and concerns promptly and responsively.
- Shane could be somewhat more trustworthy and dependable in his sales work habits. He could more consistently keep his promises to customers, follow through on obligations, and generally do what he says he will do in a sales role.
- He is not as careful and thorough in checking his work as is needed for any job where details and accuracy are important. Shane should be counseled on how to do proper quality checks to assure an acceptable outcome.
- High levels of job stress and chronic pressure may undermine Shane's emotional stability and job performance. He may need to develop more effective coping skills for such situations.
- It may be hard for Shane to critically evaluate information about other people and to make objective decisions which affect them. He may need to put more psychological distance between himself and other people at times. Shane can so strongly identify with the emotional experience of his customers or clients that he can confuse their feelings with his own.
- Shane could be somewhat more communicative on the job. He could, at times, be more expressive, outgoing, and sociable when interacting with customers and coworkers.
- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce his ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, Shane's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable behavior.
- Shane could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.
- Shane may, at times, need to be more of a hands-on manager and be more attuned to what is going on with his subordinates. He could be more regularly involved in such functions as goal-setting, performance monitoring, and giving contingent feedback to employees.



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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

DEPENDABILITY

- Tell me about a time when you were unable to fulfill a promise to a customer. [Probes: What caused this? What were the outcomes? How did you feel about it?]



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- What do you do when you are running late for an appointment with a potential customer?
- What do you do when the wrong product is shipped to one of your customers?

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.



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resource associates, inc.

7044 Lake Bluff Ct, Knoxville, TN 37920

Ph. (865) 980-0630 FAX (865) 579-1269